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MANAGEMENT DEVELOPMENT IN SELECTED SMALL MANUFACTURING
INDUSTRIES IN THE STATE OF UTAH

by

Louis Klein, Jr.

A thesis submitted in partial fulfillment
of the requirements for the degree

of

MASTER OF SCIENCE

in

Industrial Education

UTAH STATE AGRICULTURAL COLLEGE
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1956

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INTRODUCTION

Utah is fast becoming an industrial state. A wide variety of industrial concerns, both large and small, have arisen during recent years in mining, manufacturing, processing, refining, transportation and related fields of industry. With the further development in water power, uranium, natural gas, oil, steel, fertilizer and others, many more industrial organizations will likely come into the industrial picture in Utah.

In order to grow, progress and survive in a highly competitive industrial system, an industry must have a strong organization. A strong organization is the result of a trained and experienced management team.

One of the functions of management in industry today is the development of management personnel within its ranks as an essential phase of its plan of operation to enable its organizations to remain strong and progressive.

Some large industrial concerns have become conscious of this problem and in most cases, say they have an effective program of management development in operation. In numerous small industrial concerns, however, the problem of management development becomes a serious one. The nature and extent of this problem and possible angles of approach to its solution constitute an area of industrial development in which there has been little systematic study.

The problem

The purpose of this study is to ascertain:

1. What is being done in management development in selected small manufacturing industries in the state of Utah?

According to information found through library research and suggestions made by individuals concerned with management development, the "what

is being done in management development in small manufacturing industries in the state of Utah" is more important than "what ought to be done," at the present time. This information will be valuable as a basis for further studies in the field.

Importance of the study

Comparing the size (number of employees) of Utah's industries with industries of other states, Utah can boast of only a limited number of large concerns. Small industries make up the industrial pattern in Utah, and it is believed they will continue to be vital to the growth and development of Utah. This study will provide some information on an important phase of industrial organization.

Historical background

In the Eighteenth century the United States economy was based entirely upon agriculture. The establishment of the first cotton factory (about 1790) in the United States started a new trend in our way of life. This new trend has been referred to as the Industrial Revolution.

The path of industrial expansion has been a long slow climb toward a peak of industrial accomplishment which has never been equaled in the history of human events. With these accomplishments came problems concerning the organization of man and machines. This study deals with an important phase of our industrial organization. An historical summary dealing with management development would be of value also.

1880 to 1900. The first attempt to train men for responsible positions in business was made by Joseph Wharten at the University of Pennsylvania. The Wharten School of Finance and Commerce was founded in 1881 and established a trend among other universities of note. Seventeen years later, in 1898, the University of California founded its College of Commerce. The University of Chicago had also considered this field and

formed The College of Commerce and Politics.¹ Thus, the educational institutions of this country were primarily the pioneers in this new field of training men for a future in business and industry.

Between 1880-1890, Fredrick W. Taylor laid the foundation for modern scientific industrial management. His concepts and ideas are widely used in industry today.

1900-1920. Business and industry expanded rapidly during this period and more attention was given to organization and management. The National Association of Corporation Training Schools was organized in 1915, and later in 1918, the National Association of Employment Managers was established.²

1920-1930. In 1922 the National Association of Corporation Training Schools and the National Association of Employment Managers merged into The National Personnel Association. The following year saw this new organization changing its name to American Management Association. The American Management Association was divided into three divisions; namely, Office Management Division, Production Division, and the Marketing Division.³ The Finance Division was formed in 1925.

1930-1950. Due to the increased expansion of specialization in business and industry, the American Management Association formed three additional divisions to supplement the three initial divisions. In 1930, the Personnel Division was formed to meet the needs of business and industry. The Insurance Division, formed in 1931, became the next important step of this fine organization and in 1941 the Packaging Division was formed.⁴

1. Lyndall F. Urwick, "Management Education in American Business," General Summary. (New York: American Management Association, 1954), p.14.
2. American Management Association, "31st Annual Report of the American Management Association." (New York: The Management Center, 1955), p.46.
3. Ibid.
4. Ibid.

During the latter part of this period, the number of business schools granting degrees in Business and Commerce were, according to the Office of Education of the Federal Security Agency, 617, and 80 schools were listed as granting degrees in Industrial and Administrative Engineering.⁵

The defense days previous to the World War II period started a movement toward a tremendous build-up of our industrial power and many new technological advances were made. This brought about a fundamental change in attitudes on the part of managers of business and industry. These managers were confronted with many new problems and these problems had to be solved.

The beginning of World War II saw an even greater acceleration in expansion of our industrial power. This expansion created more problems, such as: (1) plant layout and building sites, (2) training of the worker, supervisors and the executive, (3) organizational structure, (4) production control, (5) quality and quantity control, (6) material control and storage, (7) packaging and shipping, (8) research and investigation, and (9) personnel management and administration. Managers now became conscious of scientific management and leaned heavily upon the fundamental ideas and experience of Fredrick W. Taylor, Henry R. Towne, the Gilbreths' and others who had contributed to this new science. Many new courses were set up by colleges, universities, private institutions, corporations and business, and government agencies for training of personnel in these new techniques and methods. These educational programs made their mark on industrial progress during this period and the objectives of scientific management were given an excellent opportunity to show the effect they

5. Statistics from "Education for Management," Anglo-American Council on Productivity, 2 Park Ave., New York 16, N.Y. 1951.

would have on industrial progress. This effect is now history and certainly the results speak for themselves.

The end of World War II marked an increase of interest in systematic management development and executive training. This progress brought forth new ideas and new concepts pertaining to (1) human relations, (2) organization, (3) leadership and supervision and many other related fields pertinent to modern management requirements.

1950-Present. The American Management Association recently compiled a bibliography of books, pamphlets, articles and addresses relating to management development. Only 19 of the 241 titles were pre-war, and more than 20 percent were dated 1951.⁶ Since 1951, many more contributions have been made.

The top executives of many American businesses and industries now realize the positive results this type of training provides and are sending some of their personnel back to school. Yes, even "Mr. Top Executive" is going back to school.

Workshops, seminars and discussion groups are now in progress in many parts of the United States and busy executives are actively taking part in these programs.

Educational institutions of higher learning are increasing their offerings in this field. They not only provide a modern degree program but offer short courses in management development for the individual who cannot attend full time.

The American Management Association which might be referred to as "The Guiding Light of Management Development" now has 14,500 company members and 19,000 individual members. The membership has more than doubled since 1945.

6. M. Joseph Doohar, "The Development of Executive Talent." (New York: American Management Association, 1952), p. 9.

REVIEW OF LITERATURE

To measure the impact that management development programs have had on business and industry, in terms of positive results, is a very difficult problem. The difficulty of this problem is due to the many intangible items involved which cannot be significantly measured. However, time and experience will likely provide the necessary answers to such problems. The interest in management development by business and industry has been on the upswing in the last ten years and it is important that information be provided pertaining to the types, locations and numbers of businesses and industries that have adopted formal or informal programs of management development.

An investigation of materials found in library research shows a wealth of material written in the field of Management Development but that none has been written pertaining to the objectives of this study.

The American Management Association on behalf of the Fund for Adult Education organized a study pertaining to the extent of educational activities within American business and industry. In 1952, Lt. Col. Lyndall Urwick took charge of the study. This study was broken down into three separate parts.

"THREE-PART INVESTIGATION

"After a preliminary period of review, it was decided to break the actual work of investigation down into three separate parts:

1. A quantitative study, to cover as wide a segment of American business as should prove practicable, which would seek to establish some measurement of the degree to which business corporations as a whole were concerning themselves with management development, the techniques employed, and the results secured. This was carried out as two levels:

- a. By means of a simple questionnaire mailed to a large number of corporations.
- b. By means of committees of executives drawn from member companies of the American Management Association in 30 metropolitan areas.

"2. Studies in some depth and detail of 10 corporations which have devoted attention to management development over a considerable period. These studies were made by members of the research staff employed on the project, who have expressed their results as far as possible in standardized form and terminology.

"3. A study of educational facilities provided by American corporations for their non-supervisory personnel with special reference to economic education. This part of the investigation was entrusted to Douglas Williams Associates, a firm of consultants with special experience in opinion surveys. In conjunction with the American Management Association, they appointed an advisory council for this portion of the study and two panels of experts to assist them in assessing the results of their research. Their direct investigations covered about 50 selected corporations."¹

As part of this study, the American Management Association sent questionnaires through the mail to 3,052 AMA members and 3,129 questionnaires were sent to non-members for a total of 6,181. Of the number sent to AMA members, a total of 1,435 questionnaires were returned for a total of 47 percent. Non-AMA members returned only 519 questionnaires for a 17 percent return. It is interesting to note that 75 percent of all the returns were by AMA members.

At this time, the AMA organized a field survey to facilitate better coverage of the business and industrial field. Thirty (30) survey groups were established in metropolitan business areas, consisting of 253 executives whose companies are members of the AMA. These groups were the contributing factor to the field survey. There were 530 replies to the field survey covering business and industry within the metropolitan areas of the United States.

One of the problems of the AMA study was to ascertain the number of companies having a management plan. The mail survey indicated that 30 percent of the respondents had a plan and the field survey, which was much smaller, indicated that 48 percent had a plan.

1. Lyndall F. Urwick, "Management Education in American Business," Management Education for Itself and Its Employees: Part I. (New York: American Management Association, 1954), p. 12.

The following table from the AMA survey gives some important findings:

TABLE 5²

No. of Employees	Percentage of Response with Plans	
	Mail Survey	Field Survey
Under 250	17	23
250-500	21	35
500-1000	23	41
1000-5000	37	43
5000-10,000	50	57
10,000 and over	60	78

The above table indicates, in both the questionnaire and the field survey, that the larger the company (by number of employees) the greater the percentage of development plans. This, of course, would to some extent be influenced by the number of companies participating within each frequency range. In both the questionnaire and the field survey 648 companies responded to the question of age of their particular development plans and the modal age of such plans was from two to three years. This certainly indicates that many of the plans are of recent origin.

In 1954, the American Management Association organized a new study to determine what progress had been made in management development during the previous two years. Mr. James C. Sinniger was responsible for conducting the survey and also for the compilation of the data into report form. One-thousand (1000) questionnaires were mailed to equal numbers of AMA members and non-AMA members. The AMA study was based on data provided by 460 companies. These companies were similar in size, type and geographical location as found in the AMA original study. Out of the 460 companies participating in the response, 116 stated that they had no form of a program. Sixty-six of the companies stated they had some form of management development activities but did not indicate the departments, groups or

2. Joseph M. Trickett, "A Survey of Management Development," The Quantitative Aspects, Management Education for Itself and Its Employees: Part II. (New York: American Management Association, 1954). p. 24.

levels which were included. Out of the 460 reporting, 54 percent (54%), (248), of the respondents stated they had a systematic development program. Thirty-four percent (34%), (156), of the total response stated they had some activity but no formal integrated program. There were 56 of the companies reporting (12%) without appreciable activity in management development. A total of 88 percent (88%) of all companies participating in this study have some kind of management development plan. As was stated at the beginning of this chapter, results of management development programs in terms of definite benefits to companies is a very difficult and complex problem to measure. This survey did deal with this problem of company benefits. Mr. James C. Sinniger states:

"Of the 342 companies declaring that they have a definite method or plan for developing managerial people, nearly one-third offered no appraisal of their activity. Of those companies which did comment on results, 20 percent are very pleased and quite specific as to benefits; another 35 percent are satisfied but less specific. About 20 percent consider their development activity to be only fairly effective; 23 percent qualify their evaluation with the opinion that it is either too early or too difficult to judge results. Only 2 percent express definite dissatisfaction--not so much with management development in general, but, rather, with their own approach or program to date."³

3. Joseph M. Trickett, "A Survey of Management Development," (Management Education for Itself and Its Employees, Part II). New York: American Management Association, 1954.

METHOD OF PROCEDURE

The quantitative aspects in relation to Management Development Plans are the prime considerations of this study. These considerations are viewed from three different aspects: geographical location, industry coverage, and company size-coverage.

Geographical location

The extent of this survey in regard to distance and location is confined to the area within the boundaries of the state of Utah. Manufacturing industries contacted by mail were located throughout the entire state but the greater majority of companies were located near or in the industrial areas of the state, namely Ogden, Provo, and Salt Lake City. Company names and locations were not used in the report of this study but were used only in making the survey.

Industry coverage

Manufacturing industries were used as the main basis of this study in Management Development. The United States Government Standard Industrial Classification Manual, Volume I, Part I, divides all manufacturing industries into 21 major groups. All manufacturing industries in this study were classified into groups in accordance with this manual and its titles and descriptions. One hundred ninety-six (196) out of 1030 companies checked were found to be identified in one of the major group classifications. For reference and convenience, a list of the 21 major groups with the descriptive title would be in order:

Manufacturing Industries

Major Group 19 -- Ordnance and accessories

Major Group 20 -- Food and kindred products

Major Group 21 -- Tobacco manufacturers

Major Group 22 -- Textile mill products

Major Group 23 -- Apparel and other finished products made from fabrics and similar materials

Major Group 24 -- Lumber and wood products (except furniture)

Major Group 25 -- Furniture and fixtures

Major Group 26 -- Paper and allied products

Major Group 27 -- Printing, publishing, and allied industries

Major Group 28 -- Chemicals and allied products

Major Group 29 -- Products of petroleum and coal

Major Group 30 -- Rubber products

Major Group 31 -- Leather and leather products

Major Group 32 -- Stone, clay, and glass products

Major Group 33 -- Primary metal industries

Major Group 34 -- Fabricated metal products (except ordnance)

Major Group 35 -- Machinery (except electrical)

Major Group 36 -- Electrical machinery, equipment, and supplies

Major Group 37 -- Transportation equipment

Major Group 38 -- Professional, scientific, and controlling instruments; photographic and optical goods; watches and clocks

Major Group 39 -- Miscellaneous manufacturing industries.

Of the 196 industries in the above classifications, only 189 industries were used in this study. This was due to one of the following reasons: (1) the companies were out of business, (2) the merging of one company with another, or (3) the address of the company was unknown.

Company-size coverage

For a study of this type, the number of company employees would be the most reliable indicator of company size. Each individual manufacturing company considered in this study was placed in the order of the number of

employees working at the time of these findings. The companies were then listed in three groups. They are as follows: (1) 320-220 employees, (2) 219-120 employees, and (3) 119-20 employees. Since this study deals with small manufacturing companies, a limit as to size (number of employees) was necessary in order to evaluate the data properly and to make the study meaningful. There is no standard measurement as of this date that would definitely indicate the levels in regard to company size by a certain number of employees. The type of manufacturing company would influence the size of a company. For example, a printing shop with more than 150 employees would be considered by some as a large business, but placed along side an airplane company with 15,000 wage earners, the printing shop's number of personnel would be insignificant.

The minimum number of employees (20) as used in this study for the lowest increment of measurement was found to be a suitable starting place. According to Mr. Joseph M. Trickett, "A Survey of Management Development":

"To say that a considerable number, therefore, knew nothing and care little about "management education", as it is meant in this report, would not be a misstatement."¹

Mr. Trickett is referring to companies with small numbers of employees.

Questionnaire form

To ascertain the "What is being done" in management development in selected manufacturing industries in the state of Utah, a questionnaire form was designed and used as the instrument to obtain the needed information. Items used in the questionnaire form were the direct results of library research pertaining to philosophies and methods of management development as found in books, periodicals, and research pamphlets written by individuals who are considered authorities in the management field. There is no attempt in this study to limit the level of supervision and

1. Trickett, op. cit., p. 24.

management at which management development takes place.

To make the study meaningful the questionnaire form was designed around two basic organizational plans: (1) those companies with a formal plan, and (2) those companies with an informal plan. It was believed that companies without any kind of a plan would not return the questionnaire.

Formal plans as applied to this study are not necessarily the canned or packaged plans offered for sale by an outside management consulting agency or a management association but may be designed by the company itself. The formal plan is considered to be integral part of the organizational structure of the company concerned. It is actually the organization and adoption of ideas, objective methods and techniques in a formal planned approach to the growth and development of management talent.

The informal plan as used in this study is the recognition by the company concerned of the values and needs pertaining to effective development of their managerial personnel. This is usually accomplished by the use of techniques and methods employed in management development to increase the effectiveness of their management personnel by informal procedure without the aid of a special department or specially trained management personnel. They employ methods and techniques only when the need is recognized and deemed necessary. Due to the many areas and phases of management development, the informal program tends to be of a smaller scope and importance in the organization planning of a company. This does not necessarily mean that the informal program is of little value to a given company but that it is a limited program.

To have a management development plan tied in with the overall organization of a company is a progressive step toward management growth and development. For this plan to be effective, methods and techniques must

be formulated by persons or departments charged with the responsibility of management development. This person or department must study the needs and also the objectives of the company, both in the present and the future. Other companies similar in work and product may be consulted to determine what they consider the best method or technique. There were 14 techniques and 10 methods of instruction listed in the questionnaire form. They are by no means an exhaustive list but are generally considered by most authorities in the management field as appropriate and effective. The companies reviewing the questionnaire form were asked to use a special method of checking. When indicating the method or technique, as used by their company, the person filling out the questionnaire form would have three (3) alternatives. They are as follows:

- (1) If the method or technique used was very important to them, three checks (xxx) were used.
- (2) If the method or technique was used on occasion, but was important, two checks (xx) were used.
- (3) If the method or technique was seldom used and was considered not too important, one check (x) was used.

This method of checking was deemed to be suitable for this study because it would provide a relative weight to each item instead of merely the two absolutes, yes or no. This weight would tend to make the data meaningful by determining the importance of each item listed by a mean weight rating.

The questionnaire form also listed 21 topics such as, Human Relations, Industrial Safety, etc., that might be used in an informal plan or a formal plan of management development. These items were also selected for use from library research. They are consistent with topics of instruction used by

the majority of large industrial organizations.

No study of management development would be complete unless the use of these topics was indicated by the company filling out the questionnaire. The same method of checking by weight was used on the topic check list as was used in methods and techniques.

Companies were asked to indicate on the questionnaire form whether or not they are considering the adoption of an informal or formal plan of management development. They were also asked if they believed that a management development plan would be of future benefit to their companies. These questions would tend to indicate how the companies with either formal or informal plans felt toward their possible future in the areas of management development.

RESULTS OF THE STUDY

Management development as applied to small manufacturing industries is not confined to a definite pattern or a standard plan. Types of manufacturing, location of industry and number of employees have a direct bearing on what is done by small manufacturing industries in management development. A plan that may be used successfully by one company may not produce desirable results for another company. Organization and company philosophy tend to influence the program of management development as to method and technique. The importance of management development now appears to be recognized by a majority of small industries within the state of Utah.

The data in this study are based entirely upon the number of replies to the questionnaire form. Of the 189 questionnaire forms mailed to the selected manufacturing industries, 101 replies were received for a 53 percent total return. (See Table I, p. 17).

Distribution of response

Of the 21 major groups used in the classification of the small manufacturing industries in this study, four major groups were not represented in the state of Utah. They are as follows:

- (1) Major Group 19 -- Ordnance and accessories
- (2) Major Group 21 -- Tobacco manufacturers
- (3) Major Group 26 -- Paper and allied products
- (4) Major Group 37 -- Transportation equipment

The respondents to this questionnaire are classified in the remaining 17 groups. Table I shows the distribution of response by industry and by number of replies in each major group. Major Group 20, Manufacturers of Food and Kindred Products, returned 29 questionnaire forms for 28.7 percent

TABLE I. Distribution of response by industries

Manufacturing Industries	Number of Replies	Percentage of Total Returns
Major Group 19 - Ordnance and accessories	0	0
Major Group 20 - Food and kindred products	29	28.7
Major Group 21 - Tobacco manufacturers	0	0
Major Group 22 - Textile mill products	1	1.0
Major Group 23 - Apparel and other finished products made from fabrics and similar materials	9	8.9
Major Group 24 - Lumber and wood products	1	1.0
Major Group 25 - Furniture and fixtures	6	5.9
Major Group 26 - Paper and allied products	0	0
Major Group 27 - Printing, publishing, and allied industries	8	7.9
Major Group 28 - Chemicals and allied products	7	6.8
Major Group 29 - Products of petroleum and coal	3	3.0
Major Group 30 - Rubber products	1	1.0
Major Group 31 - Leather and leather products	2	2.0
Major Group 32 - Stone, clay and glass products	10	9.9
Major Group 33 - Primary metal industries	4	4.0
Major Group 34 - Fabricated metal products	11	10.9
Major Group 35 - Machinery	4	4.0
Major Group 36 - Electrical machinery, equipment and supplies	2	2.0

TABLE I. Distribution of response by industries (Continued)

Manufacturing Industries	Number of Replies	Percentage of Total Returns
Major Group 37 - Transportation equipment	0	0
Major Group 38 - Professional, scientific and controlling instruments	1	1.0
Major Group 39 - Miscellaneous manufacturing industries	2	2.0
Totals	101	100.0

of the total returns. Major Group 34, Fabricated Metal Products, provide 11 replies for a 10.9 percent of the total return. The number of returns was influenced by the number of companies classified into each major group. This accounts for the large number of returns in Major Groups 20 and 34, and the small number of returns in Major Groups 24, 30 and 38. All of the remaining 17 major groups provided at least one return.

Table II (p. 19) shows the distribution of response by size of the company set up on the basis of number of employees. The industries with 20-119 employees covered 80 percent of all the industries who returned questionnaire forms. Fourteen percent of the 189 questionnaire forms were mailed to companies with 120-219 employees. Those with 220-320 employees received the balance (6%) of the questionnaires. It is interesting to note that industries with 20-119 employees returned 75 questionnaires for a 74.3 percent of the total return. The number of returns compared to the number of questionnaires mailed to each industry (by number of employees) presented the idea as to how favorable these groups were to answering this survey questionnaire. Industries with 220-320 employees returned nine questionnaires out of a possible 11 questionnaires for an 82 percent

TABLE II. Distribution of response by size of company

Number of employees	Mailed to		Replies	
	No.	%	No.	%
220-320	11	6	9	8.9
120-219	26	14	17	16.8
20-119	152	80	75	74.3
Totals	189	100	101	100.0

return. Industries with 120-219 employees returned 17 questionnaires out of a possible 26 for a return of 65 percent. Seventy-five (75) questionnaires were returned out of a possible 152 for a return of 49 percent by industries with 20-119 employees.

Frequency of existing plans

Table III (p. 20) shows the frequency of management development plans by industries and indicates those companies with a formal plan of management development and those companies with an informal plan of management development.

Seventy-four (74) companies out of 101 indicated they had some kind of management development plan. Thirty-seven (37) companies out of 74 replies indicated they had a formal plan of management development and 37 companies indicated they had an informal plan.

Table IV (p. 22) shows frequency of management development plans by size of company (number of employees). Companies with 220-320 employees have a greater number of formal plans (7) than informal plans (2). Companies with 120-219 employees indicated 5 formal plans and 8 informal plans. Of particular interest to this study are the companies with 20-119 employees. They indicated 25 formal plans of management development and 27

TABLE III. Frequency of management development plans by industry

Manufacturing Industries	Formal Plans		Informal Plans	
	No.	%	No.	%
Major Group 19 - Ordnance and accessories	0	0	0	0
Major Group 20 - Food and kindred products	12	32	9	24
Major Group 21 - Tobacco manufacturers	0	0	0	0
Major Group 22 - Textile mill products	0	0	1	3
Major Group 23 - Apparel and other finished products made from fabrics and similar materials	4	11	3	8
Major Group 24 - Lumber and lumber products	0	0	0	0
Major Group 25 - Furniture and fixtures	2	5	2	5
Major Group 26 - Paper and allied products	0	0	0	0
Major Group 27 - Printing, publishing, and allied industries	4	11	3	8
Major Group 28 - Chemicals and allied products	2	5	0	0
Major Group 29 - Products of petroleum and coal	2	5	1	3
Major Group 30 - Rubber products	1	3	0	0
Major Group 31 - Leather and leather products	0	0	1	3
Major Group 32 - Stone, clay and glass	1	3	5	14
Major Group 33 - Primary metal industries	3	8	0	0
Major Group 34 - Fabricated metal products	4	11	3	8
Major Group 35 - Machinery	0	0	3	8
Major Group 36 - Electrical machinery, equipment and supplies	1	3	1	3

TABLE III. Frequency of management development plans by industry (Cont'd)

Manufacturing Industries	Formal Plans		Informal Plans	
	No.	%	No.	%
Major Group 37 - Transportation equipment	0	0	0	0
Major Group 38 - Professional, scientific, and controlling instruments	1	1	0	0
Major Group 39 - Miscellaneous manufacturing industries	0	0	2	5
Totals	37	100	37	100

informal plans.

Comparison of the data in Table IV (p. 22) with the data in Table II (p. 19) denotes the majority of companies that replied to the questionnaire form have a management development plan. All 9 of the companies with 220-320 employees indicated a plan of management development. Thirteen (13) out of 17 companies with 120-219 employees indicated a management development plan. Fifty-two (52) out of 75 companies with 20-119 employees indicated they had a plan of management development.

Age of existing formal plans

Table V (p. 22) shows the indicated ages of formal management development plans in years. The date of origin of informal plans may not be known by the company reporting.

Eighteen (18) out of the 37 companies giving age of their plan indicate their existing plans to be 10 years old or older. Only two plans of the 37 companies reporting had their beginning within one to two years of these findings.

TABLE IV. Frequency of management development plans by size of company

Number of Employees	Formal Plans		Informal Plans	
	No.	%	No.	%
220 - 320	7	18	2	5
120 - 219	5	12	8	22
20 - 119	25	70	27	73
Totals	37	100	37	100

It can be assumed that the management trend during World War II and the rapid increase of management programs following World War II had their influence on small manufacturing industries.

Method of setting up plan

Table VI (p. 24) shows the method used in setting up the management

TABLE V. Indicated ages of formal management development plans

Age in Years	No.	%
Less than 1 year	0	0
1 year - 2 years	2	5
2 years - 3 years	4	11
3 years - 5 years	5	13
5 years - 10 years	8	21
10 years and over	18	49
Totals	37	100

development plan by size of the company (number of employees).

Thirty-five (35) of 74 companies stating they had a plan of management development did not write in the method of setting up the plan.

Of the 39 companies indicating the method of setting up their plan, 36 designed it themselves and three had the aid of outside consultants. (See Table VI., p. 24) There was no indication that any of the companies used a canned or packaged plan.

Management development techniques

The techniques used by companies in their management development programs are of prime importance in obtaining the desired objectives in the effective growth and development of management talent. Although the techniques used vary greatly in industry, an attempt was made in this study to learn the frequency of their use. Table VII (p. 25) shows the management development techniques most frequently used by companies with formal development plans.

Companies were asked to complete this section of the questionnaire by checking each listed technique by weight as it applied to their individual plan of management development. If the technique was very important to them, three checks (xxx) were used, indicating a weight of 3. If the technique was used on occasion, two checks (xx) were used, indicating a weight of 2. If the technique was seldom or never used, one check (x) was used indicating a weight of 1. To clarify further the interpretation of the data in Table VII (p. 25), a mean weight rating was computed for each technique listed and checked by the respondents to the questionnaire. For example -- the technique "Job Experience" shown in Table VII (p. 25) has a mean weight rating of 2.64. The mean rating is the summation of the products (number of replies in each weight column multiplied by

TABLE VI. Indicated method in setting-up management development plans
by size of company

Number of Employees	Designed It Themselves		Outside Consultants	
	No.	%	No.	%
220 - 320	5	14	0	0
120 - 219	5	14	1	33
20 - 119	26	72	2	67
Totals	36	100	3	100

indicated weight) divided by the total number of replies:

$$\frac{(3 \times 24) + (2 \times 8) + (1 \times 2)}{34} = 2.64 \text{ Mean Rating}$$

The techniques listed in Table VII (p. 25) were listed according to the intensity of the mean rating. The technique with the highest mean rating was listed at the top of the table while those with the lowest mean ratings were listed in the lower portion of the table. Job Experience and Understudy techniques show the highest mean ratings, but Coaching shows the greatest number of replies with a weight of 3. More companies checked Coaching than other techniques in the questionnaire.

The American Management Association survey of the nation shows Job Experience as being most used, and Coaching and Understudy to be of next importance for companies with a formal plan.

Table VIII (p. 27) shows the management development techniques most frequently used by companies with informal development plans.

Coaching, with a mean rating of 2.39, rated highest with companies using informal plans. The Understudy technique followed with a mean rating of 2.18.

TABLE VII. Management development techniques most frequently used by
companies with formal development plans

Technique	1 _{xxx}	%	2 _{xx}	%	3 _x	%	Total Replies	Mean Rating
Job Experience	24	71	8	23	2	6	34	2.64
Understudy	22	67	10	30	1	3	33	2.64
Coaching	26	70	8	22	3	8	37	2.62
Individual Counseling	17	52	12	36	4	12	33	2.4
Job Rotation	9	37	10	42	5	21	24	2.18
Special "Trainee" Positions	6	30	8	40	6	30	20	2.0
Regular Attendance at Conference and Technical Meetings	8	35	7	30	8	35	23	2.0
Individual Memberships in Prof. and Tech. Soc. at Co. Expense	7	33	4	19	10	48	21	1.85
Planned Visits to Other Companies	3	10	14	50	11	40	28	1.72
In-company Training Classes	4	18	7	30	12	52	23	1.65
Committee Assignments for Training Purposes	1	8	6	46	6	46	13	1.61
Managt. Courses in Colleges and Universities	2	10	3	16	14	74	19	1.37
"Multiple" Management Plans	1	8	2	16	9	76	12	1.33
Training by Outside Consultants	1	6	2	14	12	80	15	1.26

1. xxx = a weight of 3.
2. xx = a weight of 2.
3. x = a weight of 1.

Job Experience ranked fourth and had the greatest number of replies stating that this technique is important to us. Job Experience also had the greatest number of total replies in the questionnaire.

The American Management Association survey indicates Job Experience to be the most used technique in management development. Job Experience was closely followed by Coaching in their survey of industry and business throughout the entire United States.

Method of instruction

Just as the technique is of prime importance to a management program, so is the method of instruction; for without careful consideration of methods of instruction by the companies concerned, an effective approach of ideas and knowledge could not be of value to the individual. If the method of instruction is not appropriate to the situation and effective learning does not take place, then growth and development of the individual is likely to be retarded or slowed down.

Table IX (p. 28) shows method of instruction most frequently used by companies with formal plans. All 10 methods of instruction were checked by some of the companies reporting. The method of instruction is ranked in the table according to the mean rating. Reference paragraph 4, p. 23.

Group discussion or 'conference' method was the most widely used and preferred method of instruction. (See Table IX). Lectures by Company Executives ranked second in preference and mean rating.

It is interesting to note that the methods of instruction listed in Table IX were also preferred by businesses and industries listed in the survey by the American Management Association.

TABLE VIII. Management development techniques most frequently used by
companies with informal development plans

Technique	¹ xxx	%	² xx	%	³ x	%	Total Replies	Mean Rating
Coaching	10	44	12	52	1	4	23	2.39
Understudy	10	37	12	45	5	18	27	2.18
Individual Counseling	4	23	8	44	6	33	18	1.89
Job Experience	18	62	7	24	4	14	29	1.86
Job Rotation	3	16	9	47	7	37	19	1.79
Individual Memberships in Prof. and Tech. Soc. at Co. Expense	0	0	11	39	5	31	16	1.69
Special "Trainee" Positions	2	14	4	29	8	57	14	1.57
Planned Visits to Other Companies	0	0	4	27	11	73	15	1.26
Training by Outside Consultants	0	0	3	25	9	75	12	1.25
Regular Attendance at Conference and Technical Meetings	0	0	3	20	12	80	15	1.20
Managt. Courses in Colleges and Universities	1	8	0	0	11	92	12	1.16
In-company training Classes	0	0	2	14	12	86	14	1.14
Committee Assignments for Training Purposes	0	0	0	0	12	100	12	1.00
"Multiple" Management Plans	0	0	0	0	11	100	11	1.00

1. xxx = a weight of 3.

2. xx = a weight of 2.

3. x = a weight of 1.

TABLE IX. Most frequently used method of instruction by companies
with formal plans

Method of instruction	¹ xxx	%	² xx	%	³ x	%	Total Replies	Mean Rating
Group Discussion or Conference Method	22	67	6	18	5	15	33	2.51
Lectures by Company Executives	10	36	14	50	4	14	28	2.21
Films, Slides, etc.	4	18	9	41	9	41	22	1.77
Assigned Reading and Private Study	4	18	7	32	11	50	22	1.68
Workshops	5	38	2	11	11	61	18	1.66
Lectures by Outside Speakers	1	4	14	54	11	42	26	1.61
Case Studies	0	0	10	53	9	47	19	1.52
Panels	1	0	8	40	11	55	20	1.50
Forums	0	0	6	34	11	65	17	1.35
Role Playing	0	0	2	14	12	86	14	1.14

1. xxx = a weight of 3.
2. xx = a weight of 2.
3. x = a weight of 1.

Table X (p. 29) shows the method of instruction most frequently used by companies with informal plans of management development. Group discussion or 'conference' method ranked No. 1 in mean rating and also in the number of replies with a weight of 3. According to the computational method used (mean rating), lectures by company executives ranked second in order of preference.

Companies with informal plans (37) did not respond as well to this section of the form as did companies with a formal plan (37) of management development.

TABLE X. Most frequently used method of instruction by companies with informal plans

Method of Instruction	xxx	%	xx	%	x	%	Total Replies	Mean Rating
Group Discussion or Conference Method	8	35	9	39	6	26	23	2.08
Lectures by Company Executives	3	17	4	22	11	61	18	1.55
Case Studies	2	17	1	8	9	75	12	1.42
Films, slides, etc.	0	0	5	38	8	62	13	1.38
Workshops	0	0	4	31	9	69	13	1.31
Assigned Reading and Private Study	1	6	2	12	14	82	17	1.26
Lectures by Outside Speakers	0	0	4	25	12	75	16	1.25
Forums	0	0	1	9	10	91	11	1.09
Role Playing	0	0	0	0	11	100	11	1.00
Panels	0	0	0	0	12	100	12	1.00

1. xxx = a weight of 3.

2. xx = a weight of 2.

3. x = a weight of 1.

Subject matter

Topics of discussion or subject matter used in the management development program of a company varied considerably. The product of the company, scope of the company and other factors tend to influence the subject matter as to its use and limits. Companies participating in this survey were asked to indicate by weight the subject matter as applied to their plan.

Table XI (p. 31) shows the subject matter most frequently used by companies with formal plans of management development. Human relations

was ranked No. 1 with a mean rating of 2.78 and also showed the greatest number of replies having a weight of 3. Quality control was ranked second with a mean rating of 2.71 and Foremanship and Supervision ranked third with a mean rating of 2.61.

The American Management survey indicates that Human Relations is the most widely used subject by companies with a formal plan. The indication that Human Relations is an important subject in management development by the companies in these surveys suggests that the individual is becoming more important in modern industry.

Table XII (p. 32) shows the subject matter most frequently used by companies with an informal plan of management development. The respondents to the questionnaire selected Foremanship and Supervision as the prevalent subject matter used by their companies in their program. This is verified by a mean rating of 2.37 and the number of replies that indicated weights of 3.

It is interesting to note that companies with formal plans and companies with informal plans considered Foremanship and Supervision, Human Relations and Quality Control as being the top subject matter used, but ranked by each in different order.

Adoption of plans

The adoption of either a formal or informal plan of management development by companies in the future is important to this study. Therefore, included in the questionnaire form was a question inquiring whether or not they were considering the adoption of such a plan.

Table XIII (p. 33) points out the number of respondents to the indicated question. Companies with 220-320 employees did not state yes or no on the questionnaire form. However, there were only two companies out of

TABLE XI. Most frequently used subject matter by companies with formal plans

Subjects	1 _{xxx}	%	2 _{xx}	%	3 _x	%	Total Replies	Mean Rating
Human Relations	25	80	5	16	1	4	31	2.78
Quality Control	23	74	7	23	1	3	31	2.71
Foremanship & Supervision	17	71	6	25	1	4	24	2.66
Industrial Safety	20	64	10	32	1	4	31	2.61
Wage and Job Incentives	18	67	5	19	4	14	27	2.52
Sales Management	14	61	5	27	4	17	23	2.44
Organization	15	63	4	16	5	21	24	2.41
Labor Relations	18	62	4	14	7	24	29	2.38
Personnel Administration	10	42	12	50	2	8	24	2.33
Quantity Control	12	50	8	33	4	17	24	2.25
Economic Principles	4	31	8	61	1	8	13	2.23
Policy Formulation	8	45	6	33	4	22	18	2.22
Accounting	8	33	13	54	3	13	24	2.21
Financial Management	7	38	6	31	6	31	19	2.05
Office Management	7	32	9	41	6	27	22	2.02
Oral Expression	4	21	10	53	5	26	19	1.95
Engineering	3	19	9	56	4	25	16	1.93
Government Relations	2	16	6	46	5	38	13	1.77
Conference Leading	3	23	3	23	7	54	13	1.69
Written Expression	2	18	2	18	7	64	11	1.54

1. xxx = a weight of 3.
2. xx = a weight of 2.
3. x = a weight of 1.

TABLE XII. Most frequently used subject matter by companies with informal plans

Subject	1 _{xxx}	%	2 _{xx}	%	3 _x	%	Total Replies	Mean Rating
Foremanship & Supervision	9	56	4	25	3	19	16	2.37
Quality Control	5	33	8	53	2	14	15	2.20
Human Relations	6	35	8	47	3	18	17	2.18
Sales Management	4	31	7	54	2	15	13	2.15
Wage and Job Incentive	3	21	7	50	4	29	14	1.93
Labor Relations	3	25	5	42	4	33	12	1.92
Accounting	3	21	6	43	5	36	14	1.85
Personnel Administration	1	9	7	64	3	27	11	1.82
General Management	2	15	6	46	5	39	13	1.77
Industrial Safety	2	14	6	43	6	43	14	1.71
Office Management	1	7	8	57	5	36	14	1.71
Organization	1	14	2	29	4	57	7	1.57
Engineering	1	9	4	36	6	55	11	1.54
Policy Formulation	1	9	4	33	7	58	12	1.50
Financial Management	0	0	2	33	4	67	6	1.33
Oral Expression	0	0	2	25	6	75	8	1.25
Economic Principles	0	0	1	14	6	86	7	1.14
Government Relations	0	0	1	12	7	88	8	1.13
Conference Leading	0	0	0	0	6	100	6	1.00
Written Expression	0	0	0	0	6	100	6	1.00

1. xxx = a weight of 3.

2. xx = a weight of 2.

3. x = a weight of 1.

TABLE XIII. Companies considering adoption of a management development program by size of company

Number of Employees	Yes	%	No	%
220 - 320	0	0	0	0
120 - 219	4	80	1	20
20 - 119	5	33	10	67

a possible nine that replied to the questionnaire form who did not have a management development plan. (Refer to Table II, p. 19).

Four (4) companies with 120-219 employees were considering the adoption of a plan while one company indicated no to the question.

Companies with 20-119 were represented by five companies indicating yes and 10 companies indicating no.

The number of replies as shown in Table XIII, above, appears to be small and may prove to be misleading. To clarify the results, and provide a better picture as to the companies' feelings toward the adoption of a plan, it would be necessary to review the data based on 101 total replies in this study. There were 74 companies out of 101 (Refer Table IV, p. 22) that had a plan of management development; therefore, 27 of the respondents were without a plan and were eligible to answer the indicated question. Out of the 27 companies who should have answered the question, 20 did indicate yes or no. (See Table XIII, above). There were only 7 of the eligible companies who failed to answer the question.

Future benefits

The operation of a management development plan whether informal or formal in nature, small or large, will cost a company money and time.

It is not the objective of this study to determine the money value received by companies through the adoption and operation of a plan. However, it is of value and interest to determine whether or not the respondents feel they would receive future benefits from plans of management development.

Table XIV, shown below, indicates the frequency of companies believing an informal plan of management development would or would not provide future benefits. Sixty-one (61) respondents indicates 'yes' that an informal management development plan would provide future benefits while 11 companies checked 'no'. Companies within each range (no. of employees) show a definite majority are in favor of the assumption that informal plans would provide future benefits.

TABLE XIV. Frequency of companies believing an informal program would or would not provide future benefits (by size of company)

Number of Employees	Yes	%	No	%
220 - 320	6	100	0	0
120 - 219	10	77	3	23
20 - 119	45	85	8	15

Table XV (p. 35) shows the frequency of companies that believe a formal plan of management development would or would not provide future benefits. A total of 35 companies checked 'yes' that formal management development plans would provide future benefits, while 26 checked 'no'. Companies with 20-119 employees were least favorable.

TABLE XV. Frequency of companies believing a formal program would or would not provide future benefits (by size of company)

Number of Employees	Yes	%	No	%
220 - 320	3	75	1	25
120 - 219	6	67	3	33
20 - 119	26	54	22	46

SUMMARY AND CONCLUSIONS

The object of this study was to investigate "what is being done in management development by selected manufacturing industries in the state of Utah."

The summary statements and conclusions given below are based on an analysis of data compiled from the reports on a questionnaire by 101 manufacturing companies in the state of Utah.

Summary

1. Out of 101 companies responding to the questionnaire, there were 37 companies with formal plans of management development.

2. Out of 101 companies responding to the questionnaire, there were 37 companies with an informal plan of management development.

3. Companies with 220-320 employees show greater percentage (100%) of management development plans than do companies in the 120-219 employee range.

4. Most management development plans (18) came into existence 10 years or more ago.

5. A definite majority of plans reported were designed by the companies themselves.

6. Job experience, Understudy, Coaching, and Individual Counseling, in their respective order, are the most frequently used management development techniques by companies with formal plans.

7. Coaching, Understudy, Individual Counseling, and Job Experience, in their respective order, are the most frequently used management development techniques by companies with informal plans.

8. Group Discussion or Conference Method, and Lectures by Company

Executives were the methods of instruction most frequently used by companies with formal plans.

9. Group Discussion or Conference Method, and Lectures by Company Executives were the methods of instruction most frequently used by companies with informal plans.

10. Companies with formal plans of management development tend to use a wide range of subject matter in their programs.

11. Companies with informal plans of management development limit their use of subject matter and place most importance on Foremanship and Supervision.

12. Nine of the companies reporting are considering the adoption of management development plans.

Conclusions

1. It appears that small manufacturing industries in Utah are conscious of management development and the need for growth and development of executive talent.

2. Some companies, especially the companies with the greater number of employees had developed a formal plan of management development integrated with their organizational structure.

3. Companies with the smallest number of employees were interested in management development, but used an informal approach to management development without integrating the program as a definite part of their organizational structure.

4. Companies with the smallest number of employees (20-119) show the greatest interest in management development.

5. It would seem that the formal plan of management development would tend to be more consistent and enduring than the informal plan.

RECOMMENDATIONS

1. There is need for a cooperative arrangement, involving the schools and industrial organizations, to make courses and leaders available for management development programs.
2. A comprehensive program of training for people in industry should include (1) short practical courses for individuals and groups, (2) seminars, orientation and workshops, and (3) conferences on a large scale.
3. A program of in-service and continuation training should be made available to small organizations and to individuals that need help.
4. Areas of further study which would be helpful to managers of small industries are as follows:
 - (1) the operation of a formal plan of management development,
 - (2) the operation of an informal plan of management development,
 - (3) the organizational structure of a small industry,
 - (4) how to aid in the growth and development of executive talent in small industries,
 - (5) delegation of authority for managers,
 - (6) ways and means to provide better methods and techniques of instruction for a management development program for small industries.
 - (7) how to effectively develop and organize a formal program of management development.

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APPENDIX

UTAH STATE AGRICULTURAL COLLEGE
Daryl Chase, President
Logan, Utah

Management Institute

August 5, 1955

Dear Sir:

As the manager of one of Utah's progressive manufacturing concerns, you are no doubt confronted with the problem of keeping your organization staffed with competent management personnel through the years.

Where do you get your leaders for the important positions of responsibility in your organization? Do you recruit them from among college and university graduates? Do you pick them out of other competitive organizations? Do you develop them within your own organization?

This problem of management development is so vital to the growth, progress and survival of industrial organizations in our competitive industrial system that the Utah State Management Institute is making a research study of it. The findings of this study will be of much interest to you and many other managers of industrial organizations throughout the state.

You can participate in this study and receive the benefits that will come from its findings by checking the appropriate items on the enclosed check list. This will require only a very few minutes and it will make the study complete.

The check list does not require your signature. It will be used purely for statistical purposes only.

A stamped self-addressed envelope is enclosed. Your interest and cooperation are appreciated.

Very truly yours,

/s/ Louis Klein, Jr.
LOUIS KLEIN, JR., Asst. Prof.
Researcher
Management Institute

/s/ C. D. McBride
C. D. MCBRIDE
Coordinator
Management Institute

COMPANY INFORMATION ON MANAGEMENT DEVELOPMENT

Please answer the following questions with complete frankness, omitting those which do not apply.

1. Have you a recognized and established plan for developing people for management positions? _____yes; _____no.
2. If you have a plan, how long has it been in operation? _____.
3. How did you set up your plan? Designed it yourself? _____; Outside consultants? _____; Other _____.
4. Check any of the following techniques used:
(Use this method of checking: Very important to us: xxx; Used on occasion xx; Seldom or never x.)

_____ Job Experience
 _____ Understudy or "assistant" positions for training
 _____ "Coaching" by immediate superior
 _____ Individual counseling
 _____ Special "Trainee" positions
 _____ In-company training classes
 _____ Planned visits to other companies
 _____ Management courses in colleges and universities
 _____ Job rotation
 _____ Committee assignments for training purposes
 _____ Regular attendance at conferences and technical meetings
 _____ Individual membership in professional and technical societies
 _____ at company expense
 _____ "Multiple management" plans
 _____ Training by outside consultants
 _____ Other _____
 _____ Other _____

5. Check any of the methods of instruction used in your regular management development activities: (Use this method of checking: Very important to us: xxx; Used on occasion xx; Seldom or never x.)

_____ Lectures by company executives
 _____ Lectures by outside speakers
 _____ Group discussion or conference method
 _____ Assigned reading and private study
 _____ Case studies
 _____ Panels
 _____ Forums
 _____ Workshops
 _____ Role-playing: sociodrama
 _____ Films; slides; etc.
 _____ Other _____
 _____ Other _____

6. Check any of the following topics or information included as a regular part of your management development activities. Check only those which apply to general management development. (Use this method of checking: Very important to us: xxx; used on occasion xx; seldom or never x.)

<input type="checkbox"/> Human relations	<input type="checkbox"/> Personnel administration
<input type="checkbox"/> Industrial safety	<input type="checkbox"/> Labor relations
<input type="checkbox"/> Wage and job incentives	<input type="checkbox"/> Government relations
<input type="checkbox"/> Foremanship & supervision	<input type="checkbox"/> Conference leading
<input type="checkbox"/> Quality control	<input type="checkbox"/> Economic principles
<input type="checkbox"/> Quantity control	<input type="checkbox"/> Financial management
<input type="checkbox"/> Engineering	<input type="checkbox"/> Oral expression
<input type="checkbox"/> Accounting	<input type="checkbox"/> Sales management
<input type="checkbox"/> Office management	<input type="checkbox"/> Organization
<input type="checkbox"/> General management	<input type="checkbox"/> Written expression
<input type="checkbox"/> Policy formulation	<input type="checkbox"/> Sales management
<input type="checkbox"/> Other _____	
<input type="checkbox"/> Other _____	

7. If you do not have a formal program, are you considering the adoption of management program? _____yes; _____no.
8. Do you believe that an informal management development program would provide future benefits to your company? _____yes; _____no.
9. Do you believe that a formal management development program would provide future benefits to your company? _____yes; _____no.

UTAH STATE AGRICULTURAL COLLEGE
Daryl Chase, President
Logan, Utah

Management Institute

August 13, 1955

Gentlemen:

Reference is made to our letter dated August 5, 1955 regarding information requested by questionnaire on the subject of Management Development. This questionnaire was designed to cover management development at all supervisory levels and whether your company is large or small, we are quite anxious to receive the pertinent information regarding the informal or formal method you use to develop your supervisory personnel.

In the event that you have mislaid or lost the previous questionnaire which was sent to you, we have enclosed another questionnaire and self-addressed envelope for your convenience.

Your immediate cooperation in this matter would certainly be appreciated.

Very truly yours,

/s/ Louis Klein, Jr.
LOUIS KLEIN, JR.
Researcher
Management Institute

enc/ questionnaire
envelope